

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Proposed Responses to Recommendations from Inspector General's Report
of OTS InspectionFROM: James H. McDonald
Director of Logistics

EXTENSION

NO.

OL 0 5676(a)

DD/A Registry

DATE

18 FEB 1981

81-0349
0007/2TO: (Officer designation, room number, and
building)

DATE

OFFICER'S
INITIALSCOMMENTS (Number each comment to show from whom
to whom. Draw a line across column after each comment.)

1.

Executive Officer, DDA
7D24 Hdqrs.

19 FEB 1981

31 MAR 1981

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Registry

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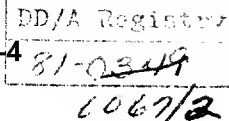
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18 FEB 1981

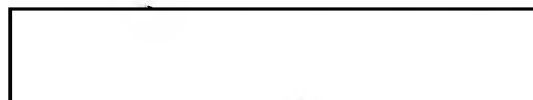
MEMORANDUM FOR: Executive Officer, DDA

FROM: James H. McDonald
Director of Logistics

SUBJECT: Proposed Responses to Recommendations
from Inspector General's Report of
OTS Inspection

REFERENCE: Memo for DDA fm DDCI, dtd 22 Dec 80, Subj: Action
to be Taken on Recommendations from IG's Report
of OTS Inspection (ER 80-8288/2; DD/A 80-2740;
OL 0 5676)

Per your request, attached are proposed responses to
Recommendations #3 and #7 of the Inspector General's report of
the inspection of the Office of Technical Service.



James H. McDonald

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Att:

- A. Recommendation #3
- B. Recommendation #7
- C. Reference

UNCLASSIFIED WHEN SEPARATED
FROM ATTACHMENT C.

OL 0 5676(a)

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The Deputy Director for Administration (DDA) has maintained a policy of aggressively insisting that General Services Administration (GSA) improve their support to this Agency. A paper has been prepared by the DDA that analyzes the efficiency, adequacy, and responsiveness of GSA services to the Central Intelligence Agency (CIA). The paper was coordinated within the Agency and mailed to Mr. Ray Kline, then the Deputy Administrator, GSA, now the Acting Administrator, GSA, released to the GSA transition team, and provided to the National Academy of Public Administration (NAPA). NAPA, under a GSA contract, was reporting on GSA organization, policies, effectiveness, and customer relations.

The NAPA report is now complete and identifies conditions that are endemic to the GSA system - conditions which preclude responsiveness. One of many recommendations to solve GSA's myriad of problems is to delegate more authorities to the entities who receive GSA services. Pursuant to the NAPA report, the Office of Logistics (OL) is now in communication with GSA with the objective of receiving additional delegations, particularly delegations which will enable Agency resources to have the authority to provide support in a time frame that is responsive to the requesting components.

GSA delegations to the Agency, and the use of internal resources to meet support requirements, represent the strategic plan to increase responsiveness. In response to the immediate problems, representatives of OL reviewed all Office of Technical Service (OTS) projects, with emphasis on health and safety considerations. Although many projects suffered delays, which caused annoyance, frustration, and even anger, OL did not find any project of such operational or health/safety impact that would justify the use of the Director of Central Intelligence's unique authorities to circumvent GSA and use internal resources for direct accomplishment. Therefore, until we can obtain delegations from GSA and obtain the staff for internal accomplishment, there is little else we can do except push GSA as hard as is productive. To that end, meetings between Logistics Services Division, OL, OTS logistics staff, and the GSA building manager have been set up on a weekly basis to provide follow-up and feedback on the status of all projects. As always, engineers and technicians from the Real Estate and Construction Division, OL, interface with GSA constantly, offering their expertise and services to the extent their limited availability allows, in an effort to help GSA to meet our needs.

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Recommendation 7

The Printing and Photography Division, OL, (P&PD) is viewed as the major source of graphic communications material for the Agency. As such, it must maintain a work force that possesses the requisite skills to fulfill any type of request for printing, photography, or visual aids service. Inasmuch as P&PD is a full-service facility, the type of work produced includes administrative material; analytical information; operational documents; and a multitude of reports, memoranda, and studies in publication form.

The Division is clearly dissimilar to the Graphics Branch, Graphics Authentication Division, OTS (GB/GAD/OTS). GAD's production capabilities are geared toward fulfillment of requests for specialty-type items, mainly for OTS requirements. Consequently, the GAD facility uses traditional equipment and methods for low-volume production while the highly automated P&PD facility is staffed and equipped for volume production for all Agency components.

P&PD and GAD have demonstrated excellent liaison ability through the years. Personnel in each organization are fully cognizant of the mission, responsibilities, and capabilities of the other. Reciprocal arrangements are frequently made by the two components to take advantage of the respective skills or equipment capabilities of the sister organization as production requirements mandate such action.

P&PD and GAD managers have discussed the points surfaced by the Inspector General, item by item. The mutual conclusion is that a duplication of effort is nonexistent and that the capabilities of the respective facilities are being exploited to the fullest. Although the report that GAD was producing "...internal administrative forms" had initially caused some concern, inasmuch as this is a clear responsibility of P&PD, as it turned out the GAD facility prints only in-house forms required by OTS, a factor of little significance.

In the final analysis you have my assurance that P&PD is being managed effectively and that the maximum yield of efficiency in printing, photography, and visual aid production is being obtained.

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SECRETExecutive Registry
80-8288/2DD/A Registry
80-2740

22 December 1980

MEMORANDUM FOR: Deputy Director for Administration

FROM : Deputy Director of Central Intelligence

SUBJECT : Action to be Taken on Recommendations from Inspector General's Report of Office of Technical Service Inspection

1. I am asking you to take action on several Recommendations contained in the Inspector General's November 1980 report of the Office of Technical Service Inspection. I have informed the Deputy Director for Science and Technology and others involved that I have assigned you this action and ask that you report back to the DDCI by 30 March 1981.

2. The specific action items involved are:

- A. "Recommendation 3: That the Deputy Director for Administration aggressively pursue the General Services Administration to ensure that Office of Technical Service employees have a safe and healthful working environment."

I am aware of many of the complications involved in working through GSA, and that you were consulted early in the inspection by the Inspector General and took immediate action to resolve some of the problems cited by the inspectors based upon their interviews of OTS employees. This is an area important to employee morale and productivity that demands your continued efforts.

- B. "Recommendation 7: That the Deputy Director for Administration, in consultation with the Deputy Director for Science and Technology, review their respective graphics and printing capabilities to ensure their most efficient and productive use."

I want your assurance that we are fully exploiting the unique capabilities of these facilities without duplication and with the most efficient and economical management possible. Your survey should consider any possible economies.

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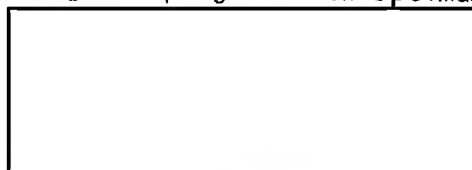
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- C. "Recommendation 10: That the Deputy Director of Central Intelligence survey Agency psychological testing and assessment activities to ensure that maximum individual opportunities and organizational needs and benefits are being realized."

I am asking you to take the leadership in working with the Deputy Directors for Science and Technology and Operations to survey this program and to submit options for improved management and applications. You are aware, of course, of the issue of testing validity raised in a recent Inspector General survey of Agency staff recruiting. The comments in the OTS inspection report underscore the desirability of a more rational Agency-wide approach to testing and assessment and the employment of psychologists. I look for assurance that ways to improve cooperation and cross-fertilization among the various Agency psychological elements have been considered.

3. In addition, I ask that you participate with the Deputy Director for Science and Technology, under the leadership of the Deputy Director for Operations, in responding to Recommendation 8: "That the Deputy Director of Central Intelligence review the Agency's anti-terrorist program to ensure that it is achieving the desired results and is adequately organized, managed and supported." Elements of all three Directorates are involved in the program and we need assurance that we are conducting the program with optimum efficiency and productivity.



Frank C. Carlucci

Attachment:
Memo to DDS&T

25X1

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(This is an extract from the section of the OTS Inspection Report on OTS' Graphics and Authentication Division.)

Graphics Branch continues to respond to non-Agency or non-operational requirements which sometimes strain their manpower and facilities. Support for the U.S. Secret Service in its role of protecting the President and other officials particularly increases as a presidential election year

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approaches when the several presidential candidates are also given protection. The branch spent 1,097 man hours and an estimated \$2,300 on materials in 1979 to produce 280,000 tags in 23 different color combinations, each with a hand-placed grommet, to fulfill a Secret Service request to help them identify candidates and their entourages. About 25,000 gate passes for access to the White House grounds also were produced.

During an IG survey in 1976, the provision of materials to other U.S. agencies was examined, specifically printing services to the Secret Service and the White House. The Office of General Counsel advised that such printing should be performed only when demonstrated security considerations required the use of Agency facilities, and that each request be approved by the appropriate Deputy Director. The inspectors concluded that it was "reasonable for the Agency to assist the U.S. Secret Service with their printing needs, on a reimbursable basis (emphasis added), where there are demonstrated security considerations." The Agency continues to provide support on the strength of Secret Service's assertions that it would not be as secure to have such printing done elsewhere. With the concurrence of the Office of General Counsel, the DCI approved the request of the Secret Service for printing services for the 1980 presidential campaign. The Secret Service declared its willingness to absorb any costs for materials which were "significant," but the DCI responded that while the offer was appreciated, "we do not believe it will be necessary."

Graphics Branch is also tasked to fill non-operational Agency requirements to produce rubber stamps, to design and print various certificates, plaques and presentation items, to engrave gifts and develop special recognition items, and even to produce internal administrative forms. We suggest

that managers at all levels need to be alert to ensure that such activities are properly authorized, and that they do not interfere with operational support. On a larger scale, the long-present problem and confusion over what Agency graphics requirements can best be fulfilled in the small and highly specialized plant of Graphics Branch versus the Printing and Photography Division of the Office of Logistics, remains unsettled.

Recommendation 7: That the Deputy Director for Administration, in consultation with the Deputy Director for Science and Technology, review their respective graphics and printing capabilities to ensure their most efficient and productive use.